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A Review of the Scottish Sporting Landscape

The Jarvie Report 2019



EXECUTIVE SUMMARY

1. This report sets out the findings and recommendations from the consultancy to undertake a review of the Scottish Sporting Landscape. The consultancy was commissioned by the Scottish Government and undertaken by Professor Grant Jarvie from the University of Edinburgh¹.
2. The purpose of the report is to offer observations and recommendations on the current Scottish Sporting Landscape with a view to facilitating a more streamlined and coherent voice for Scottish sport.
3. The consultation involved four main stages (i) a briefing and introduction to remit; (ii) consultation through an online survey with key contacts identified by the Scottish Government and **sportscotland** (iii) a series of follow up correspondence, telephone and/or skype interviews, with 29 respondents; (iv) the analysis of the findings and the production of the final report.
4. The report is structured around the following headings: A short introduction; participant information; issues in Scottish sport; the Scottish sporting landscape; an effective voice for Scottish sport and key recommendations and observations.

SUMMARY OF FINDINGS / RECOMMENDATIONS

ISSUES IN SCOTTISH SPORT

5. The review noted both the issues facing individual sports organisations and the issues in Scottish sport as reported by respondents. It is evident that a significant overlap exists between the issues raised by individual sports organisations and the key reported issues faced by Scottish sport.
6. More respondents agree that Scottish sport is in a good place. There is, however, substantial evidence to suggest that the core issues facing Scottish sport include:
 - funding;
 - leadership;
 - equality;
 - capability;
 - capacity;
 - strategy;
 - organisation
7. There are concerns about sports capability and capacity to evidence delivery against a range of outcomes beyond health.

RO1 Scottish society is changing and sport needs to adapt. A number of organisations claim to be the voice of Scottish sport, but to thrive, sport needs a clear agreed common purpose in order to be more joined up and work effectively. This could be achieved by sport organisations aligning themselves around shared, agreed and well-defined outcomes, perhaps in line with the Active Scotland Outcomes Framework.

¹ I am grateful to the Scottish sporting community for the time given in order to facilitate this report. I also appreciate the support provided by Mark Allen and the Active Scotland offices.

RO2 The demands placed upon small and medium sized sports governing bodies, means that their capacity and in some cases capability, to deliver core objectives and outcomes is currently compromised. Necessary back office functions, such as human resources, legal and accountancy services should be shared much more across Governing Bodies. This could be achieved by one collaborative body facilitating a step change in the current level of support across, for example, governing bodies of sport.

RO3 Scottish sport would be helped if budgets were fixed over a longer period to allow for long term strategic planning.

RO4 The ability of Scottish sport to attract philanthropy as a significant additional income stream to support social outcomes is in its infancy.

THE SCOTTISH SPORTING LANDSCAPE

8. The Scottish Sporting Landscape is complex. It operates within a world and country that is changing and sport needs to change too. Many countries promote the need to be more active, highlight the dangers of being inactive. It is also paramount that sport is delivered in a safe environment and captures the value to be gained from harnessing greater diversity.
9. The world of sport, both internationally and locally, is currently facing both external and internal threats. Some parts of the Scottish Sporting Landscape are thriving, embracing change and innovation, while other parts are struggling to cope with change both in terms of capacity and/or capability.

RO5 The sector would benefit from a comprehensive organisational map and shared understanding of Scottish sport, including the remits of different organisations.

RO6 A number of sporting organisations have historical remits, capacity and capability creating overlap and duplication. The strengths of these organisations should be harnessed to improve overall capacity and capability.

RO7 Scotland has given a lot to the world of sport but it also needs to consider further embracing opportunities that are presented.

RO8 A UN sport specific remit around sport for development and the 2030 sustainable development goals provides sport with an international mandate that should be grasped by Scotland.

RO9 The growth and advances in digital technology should be captured.

AN EFFECTIVE VOICE FOR SCOTTISH SPORT

10. Sport is a cultural, social and economic asset to Scotland whose potential has still to be fully realised.
11. There is a significant opportunity to enable Scottish sport to be more effective and coherent. Other sporting nations have made the case for sport in a way that has

enabled sport to gain traction, long term funding and profile across Government Ministries.

12. Scotland as a country is changing and if Scottish sport is to thrive it requires a clear common agreed purpose, vision and clever investment that is owned not just across the Scottish Sporting Landscape but also all levels of government. There remains a significant opportunity for Scottish sport to be more collaborative and effective.
13. While real progress has been made, the opportunity for Scottish sport to deliver effectively against national outcomes and new international aspirations has still to be realised.

RO10 *The review recommends that steps are taken to establish an independent Advisory Group for Sport or A National Sports Forum with a clear aim and terms of reference.*

RO11 *The review recognises the desire and aspiration for the sporting sector to attract funding from areas such as charitable foundations and corporate business. It is recommended that this is an area for further exploration*².

RO12 *The review recommends that Scottish sport is supported to develop its potential as a soft power asset to advance Scotland's cultural relations*³.

RO13 *The Scottish Government has stated its ambition to embed human rights across all areas of policy in a way that makes a difference in the lives of people in Scotland and demonstrates global leadership in setting standards. Sport and human rights is an area where Scotland could aspire to be a world leader*⁴.

OVERVIEW OF THE RESPONSES TO THE SURVEY

- 70.8% (n=34) of the responses were from Scottish Governing Bodies of Sport.
- 72.9% (n=35) of the survey responses reflected the views of organisations.
- 65.2% (n=30) thought Scottish sport was in a good place.
- 87.2% (n=41) agreed that the governance of Scottish sport was complex.
- 8.9% (n=4) thought Scottish sport spoke with one voice.
- 58.7% (n=27) of respondents did not feel represented nationally.
- 100% (n=47) thought that the Scottish sporting voice could be more coherent and effective.
- 12.8% (n=6) thought one organisation speaks for Scottish sport.
- 97.6% (n=43) thought the Scottish Sporting Landscape could be more effective.

² In 2017-18 more than \$44 million was raised through the Australian Sports Foundation. The Australian philanthropy market for sport was estimated to be worth more than \$12 billion in 2016- see https://www.sportaus.gov.au/nationalsportplan/home/featured/download/Sport_2030_-_National_Sport_Plan_-_2018.pdf

³ See- <https://www.holyrood.com/articles/comment/sport-can-be-soft-power-scotland>

⁴ See- <https://www.ihrb.org/focus-areas/mega-sporting-events/championing-human-rights-governance-sports-bodies->

- 57.4% (n=27) (highest response given from the multiple choices) thought that the sporting sector would be best served by having a representative advisory board for sport in Scotland.
- 27.7% (n=13) replied that a reduced number of bodies should be speaking for Scottish sport.

SECTION 1: INTRODUCTION

15. This report sets out the findings and recommendations from the consultancy to undertake a review of the Scottish Sporting Landscape⁵. The consultancy was commissioned by the Scottish Government and undertaken by Professor Grant Jarvie from University of Edinburgh.
16. The purpose of the report is to offer observations and recommendations on the current Scottish Sporting Landscape with a view to facilitating a more streamlined and coherent voice for Scottish sport.
17. The consultation involved four main stages (i) a briefing and introduction to remit; (ii) consultation through an online survey with key contacts identified by the Scottish Government and **sportscotland** (iii) a series of follow up correspondence, telephone and/or skype interviews, with 29 respondents; (iv) the analysis of the findings and the production of the final report.
18. Where possible each section of the report will follow the same approach:
 - Brief: How the section addresses the brief and key deliverables.
 - Evidence: What do the primary survey evidence and expert input interviews tell us?
 - Observations/Recommendations: What are the key recommendations and observations?
19. Each section draws upon the guidance provided, survey responses, follow up interviews, secondary materials and reports relating to key themes and issues covered within the report.
20. The report limited itself to a summary of key messages, findings and provisional recommendations arising out of the consultation process. It provides a comprehensive overview of the key deliverables, findings, observations and recommendations.

Structure of the Report

21. The report is structured around a set of sections. The sections are as follows:
 - Section 1: Introduction
 - Section 2: Participant Information
 - Section 3: Issues in Scottish Sport
 - Section 4: The Scottish Sporting Landscape
 - Section 5: An Effective Voice for Scottish Sport
 - Section 6: Key Recommendations and Observations
 - Appendix 1: Scottish Sport Survey
 - Appendix 2: Expert Input
 - Appendix 3: Scottish Advisory Board for Sport
 - Appendix 4: Australia 2030 Sports Diplomacy Strategy
 - Appendix 5: The Academy of Sport
 - Appendix 6: The Active Scotland Outcomes Framework

⁵I am grateful to the Scottish sporting community for the time given in order to facilitate this report. I also appreciate the support provided by Mark Allen and the Active Scotland offices.

DEFINING SPORT

22. The term sport as is used in this report is intended to be inclusive of physical activity.
23. The 2015 Commonwealth Analysis which evidenced sports contribution to the 2030 Agenda for Sustainable Development adopted the United Nations (UN) working definition of sport where Sport equates to “all forms of physical activity that contribute to physical fitness, mental wellbeing and social interaction, such as play, recreation, organised or competitive sport, and indigenous sports and games”⁶.
24. The Australian Government’s (2018) Sport 2030 Strategy includes the notion of physical activity within the concept of sport. It goes on to suggest that when the Australian Government talks about sport it covers a broad range of physical activities including informal, unstructured activity such as walking, riding, swimming and running as well as traditional structured sport and new and evolving sport activities ⁷.
25. A generic term comprising sport for all, physical play, recreation, dance, organised, casual, competitive, traditional and indigenous sports and games in their diverse forms. (UNESCO, 2017).

THE CURRENT POSITION OF SCOTTISH SPORT

26. Sport remains a key part of life in Scotland. The Glasgow 2014 Commonwealth Games Final Evaluation Report provided an insight into Scotland’s capability to stage major sporting events and lever social and economic benefits through sport⁸.
27. Local authorities have a statutory responsibility to provide *adequate facilities* for the inhabitants of their area for recreational, sporting, cultural and social activities⁹. Despite statutory guidance, access to sport and recreation at local authority levels is extremely uneven. The connection between publicly funded sports provision at the local level and the national outcome delivery process needs to be advanced further given that

⁶ See Commonwealth Analysis (2015). Sport for Development and Peace and the 2030 Agenda for Sustainable Development- pv- http://thecommonwealth.org/sites/default/files/inline/CW_SDP_2030%2BAgenda.pdf

⁷ See Sport 2030, Australian Government (2018). <https://www.sportaus.gov.au/nationalsportplan>

⁸ See Scottish Government (2018) Glasgow 2014 Commonwealth Games Legacy: Final Evaluation Report April 2018- <https://www.gov.scot/publications/glasgow-2014-commonwealth-games-legacy-final-evaluation-report-april-2018/>

⁹ (**) Section 14 (1) of the Local Government and Planning Act 1982 required the then district and island councils to "ensure that there is an adequate provision of facilities for the inhabitants of their area for recreational, sporting, cultural and social activities". The term 'adequate' was not defined in the Act, and has not subsequently been defined. This duty of 'adequate provision' was transferred to the new unitary authorities under Schedule 13 of the Local Government etc (Scotland) Act 1994. The 1994 Act also confirms local authorities' power to provide grants or loans to cultural organisations based outside their areas and to "make such contribution as will support and promote music theatre, dance, opera, visual art or other art forms and museums and galleries".

the vast majority of publicly funded sport is provided locally¹⁰.

28. In recent years, Scottish Athletes have continued to perform at the highest level on the world stage, from a record medal success at the Gold Coast 2018 Commonwealth Games to the Women's Football Team qualifying for FIFA Women's 2019 World Cup Finals. These achievements and others, should be used to encourage people to take up and try different sports, no matter of social background.
29. 65.2 % (n=30) agreed that Scottish sport was in a good place. 34.8% (n=16) disagreed. However, despite the positive outlook, all of the organisations involved in this review indicated that much had changed since 2014. Concerns were raised about the broader context in which Scottish sport now operates, what it was expected to deliver and what the priorities should be.
30. To ensure that the Scottish sporting system continues to improve, greater clarity is required for sports clubs to equip them to address growing health and social challenges that exist in Scottish society and to be able to capture the impact of the sports input.
31. Sports organisations are being asked to deliver a more diverse set of outcomes so sport will need to come together to share resources.

¹⁰ It is often suggested that more than 90% of publicly funded sport in Scotland is provided through Trusts and local authorities.

SECTION 2: PARTICIPANT INFORMATION

33. The survey link was sent to 100% (N=75) of the sports organisations and representative bodies provided through the Scottish Government Active Scotland Division.
34. Survey responses were received from 73% of those contacted.
35. A wide range of organisations participated including Scottish governing bodies of sport; representative sports associations; sport, leisure and/or culture trusts; physical education associations; charities focusing upon gender equality in sport; and other organisations.
36. 70.8% (n=34) of Scottish Sport Survey responses were from Scottish governing bodies of Sport; 10.9% of the responses were from other organisations including a gender equality charity; a young sports panel and a third sector organisation.
37. The main fields of work covered by survey responses were sport and physical activity; education and learning; equality; health and wellbeing and volunteering.
38. 72.9% (n=35) of the survey responses stated that they were speaking on behalf of the organisation while 27.1% (n=13) stated that the response given reflected the view of the individual.
39. 29 follow up interviews were conducted between October 2018 and February 2019.

SECTION 3: ISSUES IN SCOTTISH SPORT

40. The review noted both the issues facing individual sports organisations and the issues in Scottish sport as reported by respondents. It is evident that a significant overlap exists between the issues raised by individual sports organisations and the key reported issues faced by Scottish sport.
41. More respondents agree than disagree that Scottish sport is in a good place. There is substantial evidence to suggest that the core issues facing Scottish sport include:
 - funding;
 - leadership;
 - equality;
 - capability;
 - capacity;
 - strategy;
 - organisation
42. There were also concerns about sports ability to evidence delivery against a range of outcomes beyond health.

Funding

43. Scotland has a growing sport and recreation industry with contemporary governance structures, economic investment and proven expertise in hosting both local and global events. There has been significant recent investment for the building of fully accessible facilities.

44. Access to world leading sports research has been secured by Scottish Government public funding for Universities and other income streams. However, Scotland unlike Canada, does not have access to dedicated research council funding for sport. Organisations wishing to buy independent quality sports research expertise need to consider covering the proper costs of University research and knowledge exchange.
45. Long term sustainable core funding for sport that enables effective planning is a key concern at local and national levels and is a significant risk to Scottish sport.
46. Scotland has a lot to offer and the sports industry could further advance Scotland's international interests by grasping sport's ability to engage with other Governments and Cities and open up the door not just for business but for cultural exchanges and messaging. Sport can help to advance Scotland's international connectivity, soft power and paradiplomatic networks.
47. There remains a collective case to be made for an even stronger Scottish sports industry. The opportunity and expertise to grow philanthropy in the service of Scottish sport and national social outcomes, in a planned logical way, is a gap in the funding of Scottish sport.
48. The global sports industry is estimated to be worth between £267 and £345 billion¹¹.
49. The consequential of economic inputs and interventions through sport in relation to outcomes has still to be fully understood, captured and realised.

sportscotland Funding

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
revenue	£37.1m	£30.9m	£33.1m	£33.2m	£34.2m	£32.2m	£33.7m	£29.9m	£30.7m	£34.9m
Capital	£8.1m	£8.1m	£4.9m	£9.5m	£1.0m	£4.0m	£32.0m	£2.0m	£0m	£0m
National Lottery	£20.2m	£21.1m	£24.9m	£31.0m	£27.5m	£31.8m	£31.3m	£26.0m	£26.0m	£24.0m (est)
Total	£65.4m	£60.1m	£62.9m	£73.7m	£62.7m	£68.0m	£97.0m	£57.9m	£56.7m	£58.9m

50. Scottish Government funding for **sportscotland** (including National Lottery) between 2014 and 2018 reached a high of £97.0m (2015-16) and a low of £56.7m (2017-18). The funding high for 2015-16 included funding for the National Performance Centre, Oriam and the National Sports Training Centre at Inverclyde.
51. The draft Scottish Government 2018/19 budget increased **sportscotland's** core grant by 3% to £32.6m and agreed to underwrite £3.4 million of potential losses arising out

¹¹ See Sport 2030, Australian Government (2018).
https://www.sportaus.gov.au/nationalsportsplan/home/second_row_content/have_a_say2/Sport_2030_-_National_Sport_Plan_-_2018.pdf

of **sportscotland's** share of declining national lottery investment.

52. Approximately 95% of sport funding through **sportscotland** and local authority is targeted at grassroots sport.
53. Concerns around the increase in access charges to sport are seen by many respondents as a key issue and barrier to sports participation for some people.

Leadership and Equality

54. A number of organisations claim to provide leadership for and in Scottish sport. An indicative map of the Scottish Sporting Landscape is included in Section 4 of the report. Perceived or otherwise, there is a call for greater strategic and diverse leadership across Scottish sport which should be listened to.
55. Those delivering sport in Scotland are asking for help in delivering sport across a complex and disconnected sporting landscape. A requirement to produce and implement policies, develop research, along with evaluating and monitoring requirements is proving a difficult challenge for smaller governing bodies. The additional workloads are seen by many to detract from SGBs' core missions.
56. Scotland's diverse and ageing population has much to offer sport. From volunteers and coaches to being Board members, there are people with a wealth of knowledge and experience to be passed on.
57. Leadership in Scottish sport needs to be more innovative and pro-active to ensure it is representative and reflective of Scottish people and communities.
58. Leadership positions and boards in Scottish sport are almost entirely white. The cost of accessing sport and facilities remains a significant barrier with sport being available to those from wealthier backgrounds. Furthermore, many sports still have a gender imbalance.
59. The disability sports community needs to be represented more. 19% of the Scottish population have a disability¹². Only 20% of people with disabilities take the recommended level of physical activity compared to 52% of non-disabled people¹³. 7% of children with a disability in mainstream school have 2 hours/periods quality physical education per week¹⁴.
60. Successful societies are inclusive societies and sport can act as a way to help bring communities together, if it becomes more inclusive at all levels.
61. Local authorities have been innovative in tackling social inequality through sport. Small amounts of funding have been used creatively. In 2018 Perth and Kinross Council consolidated all funding streams for individual projects delivered by St Johnstone Community Trust into one funded Service Level Agreement. Funding of £60k per annum was agreed for 3 years to deliver projects to support show racism the red card school workshop programme, Football memories projects, an inclusion through sport

¹² See Scottish Household Survey 2015.

¹³ See Scottish Household Survey 2015.

¹⁴ See Scottish Disability Survey 2011.

programme for adults with learning disabilities, autism and mental well-being issues and street soccer projects. In 2019 the Council agreed to mainstream this funding.

62. Universal access to sport remains a work in progress and while social characteristics are protected under the provision of The Equalities Act social class, poverty and geography are still significant barriers to sport in Scotland that should not be ignored.

Strategy, Organisation and Outcomes

63. Sport in Scotland is a complex landscape. The responsibility for sport is shared across a range of organisations at both a national and local level. If Scotland is going to maximise the benefit of sport, then it is paramount that an enlarged agreed common ground and purpose needs is forthcoming.
64. The Active Scotland Outcomes Framework provides national direction. There remains a significant opportunity for greater collaboration around outcomes and the social return on investment to ensure the best results at both community and high performance levels.
65. Whereas the Framework puts an emphasis on people being active and equal, further work is required across the public and private sectors to demonstrate how sport can assist various sectors.
66. There is robust and ample evidence to show that sport and physical activity can improve a person's physical and mental health and can be used as a preventative tool to alleviate pressures on our health service.
67. Sport remains a key part of life in Scotland. The Glasgow 2014 Commonwealth Games Final Evaluation Report provided an insight into Scotland's capability to stage major sporting events and lever social and economic benefits through sport¹⁵.

RECOMMENDATIONS AND OBSERVATIONS: ISSUES IN SCOTTISH SPORT

68. The review has noted and recorded (i) issues facing individual sports organisations and (ii) issues in Scottish sport reported by respondents. It is evident that a significant overlap exists between the issues raised by individual sports organisations and the key issues reported by Scottish sport more generally.
69. More respondents agree than disagree that Scottish sport is in a good place. There is substantial evidence to suggest that the core issues facing Scottish sport include funding; leadership; equality; capability; capacity; strategy; organisation and the ability to evidence sports ability to deliver against a range of outcomes beyond health. Universal access to sport has yet to be realised.

RO1 Scottish society is changing and sport needs to adapt. A number of organisations claim to be the voice of Scottish sport, but to thrive, sport needs a clear agreed common purpose in order to be more joined up and work effectively. This could be achieved by sport organisations aligning themselves around shared, agreed

¹⁵ See Scottish Government (2018) Glasgow 2014 Commonwealth Games Legacy: Final Evaluation Report April 2018- <https://www.gov.scot/publications/glasgow-2014-commonwealth-games-legacy-final-evaluation-report-april-2018/>

and well defined outcomes, perhaps in line with the Active Scotland Outcomes Framework.

RO2 The demands placed upon small and medium sized sports governing bodies, means that their capacity and in some cases capability, to deliver core objectives and outcomes is currently compromised. Necessary back office functions, such as human resources, legal and accountancy services should be shared much more across Governing Bodies. This could be achieved by one collaborative body facilitating a step change in the current level of support across, for example, governing bodies of sport.

RO3 Scottish sport would be helped if budgets were fixed over a longer period to allow for long term strategic planning.

RO4 The ability of Scottish sport to attract philanthropy as a significant additional income stream to support social outcomes is in its infancy.

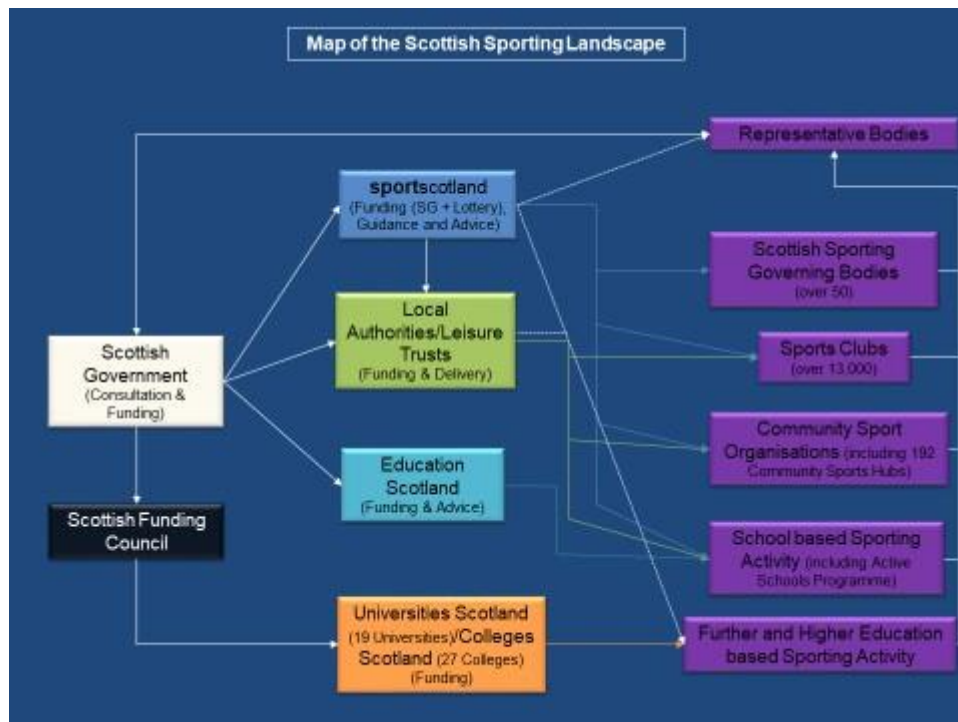
SECTION 4: THE SCOTTISH SPORTING LANDSCAPE

70. The Scottish Sporting Landscape is complex. It operates within a world and country that is changing and sport needs to change too. Many countries promote the need to be more active, highlight the dangers of being inactive. It is paramount that sport is delivered in a safe environment and captures the real value to be gained from harnessing greater diversity.
71. A fair, safe, more equal, more diverse and strong sport sector free from corruption is crucial to the integrity of global sport¹⁶. The capacity and capability of the sporting organisations that make up the Scottish Sporting Landscape to deliver across a wide range of human resource functions is mixed.
72. The world of sport, both internationally and locally, is currently facing both external and internal threats. Some parts of the Scottish Sporting Landscape are thriving, embracing change and innovation, while other parts are struggling to cope with change both in terms of capacity and/or capability.
73. The Scottish Sporting Landscape is supported at local, regional and national level by different entities. A wide range of organisations are involved in sports planning and delivery. No up to date detailed organisational diagram of Scottish sport exists¹⁷.

¹⁶ See Kazan Action Plan adopted by Ministers with responsibility for sport and physical education- <https://unesdoc.unesco.org/ark:/48223/pf0000252725->

¹⁷ See Audit Scotland (2008) performance overview of sport in Scotland- http://www.audit-scotland.gov.uk/docs/central/2008/nr_080429_sport_overview.pdf; SPICe Briefing – Community Sport (2012) for an adapted diagram on Scottish sporting governance- http://www.parliament.scot/Research%20briefings%20and%20fact%20sheets/SB_12-53.pdf

Overview of the Scottish Sporting Landscape



74. Currently the system is supported by a range of partners including **sportscotland** (inclusive of the **sportscotland** Institute of Sport and three National Centres (Glenmore, Cumbrae, Inverclyde – National Para Sports Centre operated through the **sportscotland** Trust Company).

It also includes:

- In excess of 70 Governing Bodies of Sport supporting individual sports
- The Private sector which includes companies delivering activity, facilities and services to the sports market
- NGO's, Voluntary Community, Third Sector not for profit organisations delivering sports activity beyond the traditional sports clubs - local authority ALEO'S deliver a significant amount of the Scottish sporting effort
- The Further and Higher Education sector which has a role in the delivery, production and consumption of sport beyond college and university clubs since they also operate facilities and deliver activity for their local communities
- The school estate, both public and private, which remains central to local provision
- Team Scotland, **sportscotland** (Institute of Sport), the British Olympic Committee, UK Sport and the British Paralympic Committee which are integral to Scottish high-performance sport
- 32 local authorities which have a statutory obligation with regards to adequate sport and leisure provision.
- The UK Anti-Doping Agency, sports integrity units, and sports governing bodies, key to the integrity of Scottish sport
- EventScotland, Cities and Local Authorities, key to leveraging sporting events into Scotland and

- A range of representative bodies and members associations providing for a range of single issue and or multi-issue forums and networks.

87.2 % (n=41) agreed that the governance of sport in Scotland is complex.

12.8% (n=6) disagreed with the proposition that sport in Scotland is complex.

8.5% (n=4) agreed with the proposition that Scottish sport speaks with one voice.

91.1% (n=43) disagreed with the proposition that Scottish sport speaks with one voice.

58.7% (n=27) felt they were not appropriately represented nationally.

41.3%(n=19) felt they were appropriately represented nationally.

75. It was largely felt that **sportscotland** is able to speak for sport, but they could be better at emphasising key messages and involve Governing Bodies of Sport, local authorities and other sports organisations much more in the shaping of the content of these messages in order to achieve common goals.
76. **Sportscotland** remains an arm's length government body but struggles to be seen as independent due to the close relationship with Scottish Government funding.
77. Currently the Scottish Sports Association (SSA) also claims to represent Sporting Governing Bodies. For some this arrangement does not appear to working as effectively as it could. Many of the smaller to medium sized governing bodies of sport require much more support across a range of functions.
78. There exists a strong case for one organisation, SSA for example, to provide a much more comprehensive agreed set of services to sports organisations that allows SGBs' to focus on core functions. It would seem reasonable that organisations should pay an agreed membership fee in return for an enhanced quality service.
79. There is a requirement for Scottish sport to have a much stronger collective voice and scope and for an organisation/forum to be able to enable this.

RECOMMENDATIONS AND OBSERVATIONS: THE SCOTTISH SPORTING LANDSCAPE

80. Despite its complexity and historical remits, the Scottish Sporting Landscape could be a lot more effective. A mapping exercise of the remits of key organisations would be a worthwhile exercise that would expose remit overlap and inefficiency. The opportunity to create an agreed common purpose around sport including key interventions and perhaps more importantly agreed messaging is getting better but the opportunity has still been missed.

RO5 The sector would benefit from a comprehensive organisational map and shared understanding of Scottish sport, including the remits of different organisations.

RO6 A number of sporting organisations have historical remits, capacity and capability creating overlap and duplication. The strengths of these organisations should be harnessed to improve overall capacity and capability.

RO7 Scotland has given a lot to the world of sport but it also needs to consider further embracing opportunities that are presented.

RO8 A UN sport specific remit around sport for development and the 2030 sustainable development goals provides sport with an international mandate that should be grasped by Scotland.

RO9 The growth and advances in digital technology should be captured.

SECTION 5: AN EFFECTIVE VOICE FOR SCOTTISH SPORT

81. There is a significant opportunity to make a more effective and coherent case for Scottish sport. This has been done for other sporting nations in a way that has enabled sport to gain traction, long term funding and profile across Government Ministries. Scotland could look to such cases
82. Sport is a real cultural, social and economic asset to Scotland whose potential has still to be realised. A 2018 measurement of soft power impact amongst ten small nations placed Scotland second overall in soft power terms behind Catalonia and third behind Wales and Catalonia when it comes to sport in soft power terms¹⁸.
83. If Scottish sport is to thrive it requires a clear common agreed purpose, vision and clever investment that is owned not just across all levels of government but also the Scottish sporting landscape.
84. There remains a significant opportunity for Scottish sport to be more collaborative around an agreed common purpose. The full case for Scottish sport has still to be realised across Ministerial portfolios, other than health, and even this could be advanced further.
85. The capability and capacity of sport in Scotland to be seen to be delivering across a broad range of portfolios is both enabled and constrained by the health portfolio. The lack of time and space given to sport within the Health and Sport Committee is reflective of this.
86. Those working in or with sport recognise the value of sport but those working in other sectors or with other portfolios have still to be convinced. This is not a challenge unique to Scotland but sport both in and beyond Scotland needs to be much better at making the case for sport in a way that is understood by different Ministries or sectors of government.
87. 97.7% (n=43) of respondents, when asked if the Scottish Sporting Landscape could

¹⁸ See Wales soft power barometer 2018. British Council Wales. Cardiff.

be more effective said yes.

88. 2.3% (n=1) said no.

89. 45 responses were gathered in response to the question who should speak for Scottish sport in order to provide a unified voice to the Minister for Public Health, Sport and Wellbeing. The following observations capture the main options and challenges from the responses given:

- The National Sports Agency, but it cannot be independent (conflict of interest).
- A new representative organisation/advisory board.
- An independent non-political body.
- A national strategic sports forum.
- The opportunity presented by this review is in bringing bodies together to help to unify messaging.

90. There is a strong feeling that there should be a forum for representatives from Sporting Governing Bodies to come together with **sportscotland** and other representative bodies to discuss common issues and how to drive the sector forward. This independent forum would be able to provide a voice to Ministers and use the platform to deliver messages from the sector. It would report to the Minister for Public Health, Sport and Wellbeing.

91. A number of suggestions (n=38) provided insights into how the Scottish Sporting Landscape could be more effective with the most common responses articulating the need for:

- Lessons to be learned from how other sectors mobilise different communities to speak coherently around key messages.
- Scottish sport to be much clearer on priorities.
- Better connectivity between all levels.
- A vision and plan for Scottish sport that has traction across government departments.
- Understanding outcomes and how to achieve them.
- More open, transparent, honest culture where real issues can be discussed and resolved.

92. 57.4% (n=27) thought that the best way forward was to have a representative advisory board for sport in Scotland.

93. 27.7% (n=13) thought that a reduced number of bodies should be speaking for Scottish sport.

RECOMMENDATIONS AND OBSERVATIONS: AN EFFECTIVE VOICE FOR SCOTTISH SPORT

94. Sport is a cultural, social and economic asset to Scotland whose potential has still to be fully realised.

95. Other sporting nations have made the case for sport in a way that has enabled sport to gain traction, long term funding and profile across Government Ministries. Scottish sport has to be better at making the case for sport outside of the sports world.
96. Scotland as a country is changing and if Scottish sport is to thrive it requires a clear common and agreed purpose, vision and clever investment that is owned not just across all levels of government but across the Scottish sporting landscape. There remains a significant opportunity for Scottish sport to be more collaborative and effective around a common agreed purpose. The case and the further opportunity for Scottish sport to deliver effectively against national outcomes and new international aspirations has still to be realised.

RO10 The review recommends that steps are taken to establish an independent Advisory Group for Sport or A National Sports Forum with a clear aim and terms of reference.

RO11 The review recognises the desire and aspiration for the sporting sector to attract funding from areas such as charitable foundations and corporate business. It is recommended that this is an area for further exploration¹⁹.

RO12 The review recommends that Scottish sport is supported to develop its potential as a soft power asset to advance Scotland's cultural relations²⁰.

RO13 The Scottish Government has stated its ambition to embed human rights across all areas of policy in a way that makes a difference in the lives of people in Scotland and demonstrates global leadership in setting standards. Sport and human rights is an area where Scotland could aspire to be a world leader²¹.

SECTION 6: KEY RECOMMENDATIONS AND OBSERVATIONS

RO1 Scottish society is changing and sport needs to adapt. A number of organisations claim to be the voice of Scottish sport, but to thrive, sport needs a clear agreed common purpose in order to be more joined up and work effectively. This could be achieved by sport organisations aligning themselves around shared, agreed and well defined outcomes, perhaps in line with the Active Scotland Outcomes Framework.

RO2 The demands placed upon small and medium sized sports governing bodies, means that their capacity and in some cases capability, to deliver core objectives and outcomes is currently compromised. Necessary back office functions, such as human resources, legal and accountancy services should be shared much more across

¹⁹ In 2017-18 more than \$44 million was raised through the Australian Sports Foundation. The Australian philanthropy market for sport was estimated to be worth more than \$12 billion in 2016- see https://www.sportaus.gov.au/nationalsportplan/home/featured/download/Sport_2030_-_National_Sport_Plan_-_2018.pdf

²⁰ See- <https://www.holyrood.com/articles/comment/sport-can-be-soft-power-scotland->

²¹ See- <https://www.ihrb.org/focus-areas/mega-sporting-events/championing-human-rights-governance-sports-bodies->

Governing Bodies. This could be achieved by one collaborative body facilitating a step change in the current level of support across, for example, governing bodies of sport.

RO3 Scottish sport would be helped if budgets were fixed over a longer period to allow for long term strategic planning.

RO4 The ability of Scottish sport to attract philanthropy as a significant additional income stream to support social outcomes is in its infancy.

RO5 The sector would benefit from a comprehensive organisational map and shared understanding of Scottish sport, including the remits of different organisations.

RO6 A number of sporting organisations have historical remits, capacity and capability creating overlap and duplication. The strengths of these organisations should be harnessed to improve overall capacity and capability.

RO7 Scotland has given a lot to the world of sport but it also needs to consider further embracing opportunities that are presented.

RO8 A UN sport specific remit around sport for development and the 2030 sustainable development goals provides sport with an international mandate that should be grasped by Scotland.

RO9 The growth and advances in digital technology should be captured.

RO10 The review recommends that steps are taken to establish an independent Advisory Group for Sport or A National Sports Forum with a clear aim and terms of reference.

RO11 The review recognises the desire and aspiration for the sporting sector to attract funding from areas such as charitable foundations and corporate business. It is recommended that this is an area for further exploration²².

RO12 The review recommends that Scottish sport is supported to develop its potential as a soft power asset to advance Scotland's cultural relations²³.

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²² In 2017-18 more than \$44 million was raised through the Australian Sports Foundation. The Australian philanthropy market for sport was estimated to be worth more than \$12 billion in 2016- see https://www.sportaus.gov.au/nationalsportplan/home/featured/download/Sport_2030_-_National_Sport_Plan_-_2018.pdf

²³ See <https://www.holyrood.com/articles/comment/sport-can-be-soft-power-scotland->

²⁴ See- <https://www.ihrb.org/focus-areas/mega-sporting-events/championing-human-rights-governance-sports-bodies->

Appendix 1: Scottish Sport Survey

Disseminated using the Online Surveys (BOS) online survey tool, University of Edinburgh license



*The Scottish Government has engaged Edinburgh University to undertake a short review of how the **voice of sport in Scotland** is heard.*

This survey forms an important part of a wider consultation process with key stakeholders to offer observations on the current Scottish Sporting Landscape with a view to facilitating a more streamlined and coherent voice for Scottish sport.

Your insight will be invaluable in shaping the final report. This questionnaire will take no longer than 5-10 minutes to complete and all responses are anonymised.

*Any data will only be held until the end of the project period which is December 2018. Please complete the survey by **7th September 2018**. Your co-operation is greatly appreciated*

[Participant information]

Please tell us a few details about yourself or the organisation you represent

(1) Organisation Type [option list provided, single selection]

- Scottish Governing Body for/of Sport
- A representative sports association i.e. SSA; SSSA; SEMSA; SALSC;
- A leisure or culture trust with responsibility for sport
- A school or teachers sports or physical education federation/ association
- A private sector organization
- Other (please specify)

(2) Main Field of Work [option list, single selection]

- Sport or physical activity
- Youth work
- Equality
- Health and wellbeing
- Education and learning

- Safety
- Volunteering
- Other (please specify)

(3) Survey responses provided reflect the views of:

- Myself as an individual
- My organisation
- Both

[Context]

The aim of the review will be to consider the current Scottish Sporting Landscape and whether the voice of Scottish Sport could be more streamlined, coherent and effective. The opportunity exists to consider key issues facing your organisation and whether these are organisation specific or more generic across Scottish Sport or at least more than your organisation. The survey also asks you for a qualitative judgement about whether you see Scottish Sport currently in a good place or not.

Part 2: Key Issues in Scottish Sport

(4) What are the key issues facing your organization? Open

(5) What are the general key issues facing Scottish Sport? Open

(6)

Scottish sport is in a good place	Agree/Disagree (select)
Scottish sport is not in a good place	Agree/Disagree (select)

Part 3: The Scottish Sporting Landscape

The Scottish Sporting Landscape is made up of a diverse range of organisations, including all of those listed in Question 1.

(7)

The governance of sport in Scotland is complex	Agree/Disagree (select)
Scottish sport speaks with one voice	Agree/Disagree (select)
I feel appropriately represented nationally	Agree/Disagree (select)
The Scottish sporting voice could be more coherent and effective	Agree/Disagree (select)
One organisation speaks for Scottish sport	Agree/Disagree (select)

If you have any other comments, please include them here:

Part 4: An effective voice for Scottish Sport

(8) Who should speak for Scottish Sport in order to provide a unified voice to the Minister for Public Health, Sport and Wellbeing? Open Text

(9) Could the Scottish Sporting Landscape be more effective and if so how?

Yes / No

If Yes, how?

(10) How can Scotland collectively create a robust platform to allow the sporting sector to have its voice heard? [multiple selection]

A reduced number of bodies speaking for sport

A representative advisory board for sport in Scotland

One single stakeholder body being the voice of Scottish Sport

Other

If other, please specify

(11) If you have any other comments, please include them here: [Open text]

(12) If you are happy to be contacted, please leave an email address and or contact number for follow up. This would simply be to probe a little further the answers you gave in the survey. It would help us to better understand the needs of Scottish sport. [Open text]

Thank you for your time in completing this questionnaire.

You may now close this window.

*** The data collected will only be kept up until January 2019 and used solely for the purposes of a short report for the Minister for Public Health, Sport and Wellbeing ***

Appendix 2: Expert Input

James Allan	Scottish Royal Yachting Association
Kim Atkinson	Scottish Sports Association
Ian Beattie	Scottish Athletics
Craig Burn	Scottish Cycling
Paul Bush	Team Scotland
Vincent Bryson John	Scottish Fencing
Doig	Team Scotland
Jess Dolan	Scottish Ramblers Association
Forbes Dunlop	Scottish Swimming Association
Janice Eaglesham	Scottish Disability Sport
Stewart Fowlie	Scottish Students Sports Association
Andy Gould	Scottish FA
Stewart Harris	sportscotland
Ken Hughes	Scottish Sports Association
Derek Keir	Camanachd Association
Bruce Kidd	International Expert – former Chair of CABOS
Gavin Macleod	Scottish Disability Sport
Marie McQuade	OSS
Maureen McGonigle	Women in Sport
Andrew McKinley	Scottish Golf
Alan McMillan	Bowls Scotland
Anthony McReavy	Vocal
Mark Munro Stuart	Scottish Athletics
Murray	Bond University
Hala Ousta	FIFA
Charlie Raeburn	OSS
Stevie Neilson	Handball
Maggie Still	Scottish Squash
David Sweetman	Scottish Hockey
Mel Young	sportscotland

Appendix 3: Scottish Advisory Board for Sport (SABOS)

Mandate:

To establish a body capable of representing the broad range of views, interests and strategic partners involved in the delivery of Scottish sport.

To facilitate an agreed and enlarged common purpose and voice for Scottish sport that would maximise sports contribution to delivering wider policy objectives. It will for example analyse and advise on linkages in areas related to sport, such as, but not limited to, health, education, poverty, international development and cultural affairs, social inequality, the economy.

To enable Scottish Ministers to have the best possible independent support in formulating and developing policies that can maximise the value that sport can offer Scotland and its place in the world.

To provide comprehensive briefings on the contribution and value of sport across government. This will be assisted through the production of agreed Chair's statements, position briefing papers and information dissemination.

To promote and enable collaboration, partnership and solutions and innovation in the pursuit of the aforementioned aims.

To identify opportunities and advise the Scottish Government on the contribution sport based policy and initiatives can make to the Active Scotland Outcomes Framework or any subsequent National Plan for Sport.

Heads of Government, Ministers and other relevant ministerial forums may identify issues for consideration by SABOS and could mandate SABOS to carry out specific activities and in such instances, this would be subject to the necessary resources being made available to address the issue for consideration.

Terms of Reference:

- To advise: Scottish Ministers
- To report to: Minister for Public Health, Sport and Wellbeing
- To act: Independently and as a point of reference for the Minister of Public Health and Sport, The Active Scotland Division
- Secretariat: Scottish Government through Active Scotland Division
- Chair: To be appointed
- Membership: To be agreed following appointment of Chair*
- Frequency: Quarterly and or Agreed by the Scottish Advisory Board of Sport

The main criteria for the appointment of SABOS members:

- Expertise in a field or field deemed useful to the achievement of the mandate of SABOS.
- Experience in policy development, policy analysis, monitoring and evaluation and/or policy implementation.
- Ability to communicate with influence at senior levels.
- Endorsement by a key stakeholder agency involved in Scottish sport and to be able to speak on behalf of such an agency.
- Co-opted experts to add additional expertise to deliberations on an issue by issue or needs basis.

Appendix 4: Australia Sports Diplomacy Strategy 2030

OUR VISION

To strengthen Australian sport and opportunities for athletes globally and unlock their full potential to support our national interests.

The first phase of this strategy (2019-2022) will focus on four strategic priorities:

- **Empower Australian Sport to Represent Australia Globally**
- **Build Linkages with our Neighbours**
- **Maximise Trade, Tourism and Investment Opportunities**
- **Strengthen Communities in the Indo-Pacific and Beyond**

Our strategic priorities will be delivered through the following initiatives:

Enhance Australian sports leaders' knowledge, skills and connections to represent Australia on the global stage.

Leverage Australia's strong sporting brand to enhance our global reputation and to build enduring relationships.

Increase Australia's representation on international sporting bodies and associations.

Develop tools to share knowledge, expertise and successes of sports diplomacy across government and with the sport industry.

Develop pathways for elite Pacific athletes and teams to participate in Australian and international sporting competitions.

Facilitate access for emerging Pacific athletes to participate in high performance training in Australia.

Develop pathways for Australian sporting codes to increase their presence in the Pacific.

Identify targeted opportunities to strengthen diplomatic and economic relationships through sport across the Indo-Pacific.

Showcase Australia's capability in sport governance, integrity, high performance, technology and other areas in key global markets.

Promote Australia as a host of choice for major international sporting events and leverage associated legacy opportunities.

Connect Australian sports through our diplomatic and trade networks to unlock the potential of global markets for Australian business.

Engage high-profile sporting personalities to promote Australia, including through trade missions and targeted sports diplomacy initiatives.

Create leadership pathways and increase the participation of women and girls in sport.

Harness the power of sport to promote gender equality, disability inclusion, social cohesion and healthy lifestyles.

Support good governance policies, practices and systems to help build safe, fair and accessible sport.

Support global efforts to increase awareness of the contribution of sport to the Sustainable Development Goals.

Appendix 5: University of Edinburgh – Academy of Sport

Please forward all future correspondence through grant.jarvie@ed.ac.uk

Grant Jarvie is Chair of Sport, and founding Director of the Academy of Sport at the University of Edinburgh- He manages one of Edinburgh's six Global Academies which draws together expertise from across the University. He is also currently associated with the University of Toronto as a visiting research Professor.

Grant has more than 30 years of leadership and management experience in different Universities, having held 3 established Chairs, led 3 departments and research centres and served as University Vice-Principal and Acting President with responsibility for budgets in excess of £120 million. He completed the Top Management Programme for future leaders taken by University Senior Management and Civil Servants.

Outside of the University sector Grant has served the Sports Industry and the Scottish sector in various roles including Director and Chair (**sportscotland** Trust Company) with the Board of the **sportscotland**; East Renfrewshire Culture, Leisure and Sport Trust Board and Advisor to the Scottish Football Association.

Born in Bellshill and from an international sporting family a sustained and core commitment has always been to strive to open up opportunities through education and sport. A commitment that has involved directly leading or being part of the leadership team that brought into being: The National Para Sports Centre at Inverclyde; The Scottish Para Football Association; Scotland's University for Sporting Excellence; The Winning Student's Scheme and one of the first anti-racism in sport policies adopted by a sports council.

In the development of *Football More than a Game* Grant led the development of the world's first football MOOC and the subsequent opportunities which have helped the University of Edinburgh open up access to education in marginalized communities by delivering credit bearing football courses in local football stadiums.

In: 2019 Grant helped to secure the University partnership with FC Barcelona; 2018 involvement with the Commonwealth Secretariat and the Australian Department of Foreign Affairs and Trade led to advising, developing and delivering a programme of education designed to upskill Ministers of Sport across 53 countries; 2015 involved organising the World Sports Value Summit in Cape Town supported by the Handa Foundation while 2013 involved leading a series of workshops on sport, peace and conflict resolution for senior government officials from 70 different countries.

<https://www.ed.ac.uk/profile/grant-jarvie>

Appendix 6: The Active Scotland Outcomes Framework





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